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ABSTRACT

This book, which is intended for individuals responsible for human resource development (HRD) programs, examines a number of issues in turning investments in training and development into human capital and examines ways of making the workplace an arena for development. The following topics are discussed: the nature and role of training and development in work organizations; the organization of training and development (an integrated approach to business and HRD, the United Kingdom's Investors in People initiative); lessons for training and development practitioners from psychology (behaviorism versus humanism, Abraham Maslow and self-actualization, Carl Rogers and client-centered therapy, learning theories emphasizing the importance of experience); empowerment and the learning organization (scientific management, learning organizations, the empowerment concept); action learning (criteria and benefits of action learning programs, action learning versus traditional learning, ways of introducing action learning into organizations); mentoring (benefits to mentors and proteges, potential problems, implementation of mentoring programs); self-development (reasons and strategies for encouraging management self-, personal, and career development); counseling and coaching (benefits and problems, development of informal networks); and developing training skills in managers (types of training, trainer roles, course design, training methods, visual aids). The book contains 114 references and 21 figures. (MN)

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